

**STATE OF NEW HAMPSHIRE'S LEAN EXECUTIVE COMMITTEE**  
**OPERATIONAL FRAMEWORK**



**ARTICLE I – COMMITTEE AND PURPOSE**

**Section 1.1. Background**

Since 2010, the State of New Hampshire Lean Executive Committee (LEC), continues to convene and invest efforts in supporting the mission statement, *‘To promote a stronger more efficient New Hampshire, the Lean Executive Committee provides education, mentorship, innovation, advocacy, and facilitation of Lean process improvement’*. The LEC has sustained as a group through challenging times including no official headquarters, changing of team members, shifting of priorities, education and training models evolving, and more. Through the tides, the LEC has continued to draw interest and dedication from state agencies to be a 100% volunteer committee to advance the initiatives and legacy that Lean brings to NH state government.

**Section 1.2. Purpose**

The purpose of the LEC is to provide overarching structure for the statewide network of trained Lean facilitators and to serve as its guiding professional body providing resources, information, and leadership. These responsibilities require a set of standards for operations, providing a clear framework.

The LEC is organized pursuant to the [Charter](#) signed by Governor Sununu, most recent version dated October 18, 2021. It is expected in 2023 that the LEC will request a new charter to be reviewed, adopted, and signed.

**Section 1.3 Framework**

Establishing a formal model for operating procedures, roles, accountability, and general business practices will ensure the LEC to successfully function for years to come. While the LEC relies on 100% volunteers to sustain the leadership, network management efforts, outputs, and beyond, a standardized adopted framework was necessary to move the group to a sustainability model.

The following objectives are set for the LEC’s framework of this document:

1. Clarify roles and responsibilities to ensure equity, fairness, and transparency.
2. Provide a clear understanding for operating framework and principles.
3. Provide order and organization for the functioning body.

**ARTICLE II - MEMBERSHIP AND ORGANIZATION**

**Section 2.1. Members**

Members are defined as employees of a State of New Hampshire Agency and are required to have completed a Lean Green Belt, Lean Black Belt, or Master Lean Black Belt from the New Hampshire Bureau of Education and Training (BET) or equivalent. This role is vital to the committee as there are Voting Rights established for decisions at meetings. Members serve as the agency’s Lean Coordinator, or point of contact, and demonstrate leadership engagement at the agency wide level. Members continually identify and refer employees for training and put forth effort to recruit more trained Lean belts to build capacity for project facilitation, the support cultural efforts, and for agency planning work.

The LEC has ample, flexible options for Members to select work approaches that best fit with the respective role and unit. The intent is to provide visibility and equity, while maintaining expectations around regular engagement in the Lean

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work.

Example of this work may include:

1. Leading or co-leading the agency-wide Continuous Process Improvement team.
2. Organizing and facilitating inter-agency and intra-agency Lean projects.
3. Providing mentoring and supports for other trained Lean colleagues.
4. Consulting on Lean strategy with leadership regarding the onboarding of any Lean activities, and practice of Continuous Process Improvement and Lean.

All Members work closely with the agency's Lean Coordinator for collaboration, support, and cross organization efforts and are expected to adhere to the Professional Code of Ethics and Conduct.

### **Section 2.2. Voting Members per Agency**

A State of NH Agency may designate up to the following number of LEC Members:

1. Up to 250 full-time positions per agency: **1 Voting Member.**
2. 251 - 500 full-time positions per agency: **2 Voting Members.**
3. 501 – 1,000 full-time positions per agency: **3 Voting Members.**
4. Greater than 1,000 full-time positions per agency: **4 Voting Members.**

### **Section 2.3 Non-Voting Members**

The Executive Committee, by majority vote (See Section 3.1) may grant Non-Voting Membership status to individuals who are employees of a New Hampshire-based non-profit organization, a municipality, or University System of New Hampshire which has been approved for membership. Non-Voting Members do not have voting privileges but may otherwise participate in LEC activities.

A state agency may designate LEC members, who meet the educational and experience requirements in Article II, Section 2.1 above, as non-voting members. Such members may participate and attend LEC events or join LEC subcommittees.

### **Section 2.4 Voting In Members**

If a state agency employee meets the educational requirements in Article II, Section 2.1, and requests to join the LEC, there will be a vote on membership during a scheduled meeting.

## **ARTICLE III – LEC EXECUTIVE COMMITTEE ROLES AND RESPONSIBILITES**

### **Section 3.1 Officers**

The Executive Committee shall consist of the Chair, Outgoing Chair, Vice-Chair, and Secretary. The Executive Committee member term shall be for a period of one year beginning July 1<sup>st</sup> of each year. A member may serve for no more than three consecutive years in the same position.

The Executive Committee shall be elected by Voting Members at the LEC Annual Business Meeting, except for the Outgoing Chair.

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**Section 3.2 Positions and General Duties**

Position Role	General Duties
Chair	<ul style="list-style-type: none"> <li>• The principal executive officer of the LEC.</li> <li>• Leads the LEC in moving towards True North Goals, creates the meeting agenda, serves as the official liaison for the state agencies and governor’s office, and provides executive level updates.</li> <li>• Facilitates monthly meetings, serves as primary contact for inquiries regarding Lean statewide activities and efforts, develop reports, track deliverables and shall, in general, supervise and control all the business and affairs of the LEC.</li> <li>• Manages monthly electronic meeting invitations and remains current on membership.</li> </ul>
Outgoing Chair	<ul style="list-style-type: none"> <li>• Provides continuity for ensuring proper handoff to the next chair. This may include mentorship, transition of files, consultation with the Chair, and other support type functions.</li> <li>• Responsible for creating a committee to nominate the slate of executive committee officers for the following year.</li> </ul>
Vice Chair	<ul style="list-style-type: none"> <li>• Assists the LEC Chair with meetings, collaborate facilitation, compile planning items, and serve as primary back-up to the Chair.</li> <li>• Other duties may include the recruitment of membership, special speakers, development of agendas for various meetings, and follow up on action items.</li> </ul>
Secretary	<ul style="list-style-type: none"> <li>• Takes electronic meeting notes during LEC and Executive meetings, circulate meeting minutes to all members, facilitate posting to the LEC website, and update and maintain the LEC roster of Voting and Non-Voting Members.</li> <li>• Meeting minutes are stored in a central location and made available to the Executive Team.</li> </ul>

**ARTICLE IV. PROCEDURES**

**Section 4.1 Voting Procedures**

Each State of New Hampshire Agency may designate one (1) Voting Member to elect the Executive Committee and Committee Chairs to ensure equality among various sizes within state agencies. A member must be present to vote and cannot designate a proxy.

**ARTICLE V. STEERING COMMITTEES**

**Section 5.1 Roles and General Duties**

Position Role	General Duties
Nomination Committee	<ul style="list-style-type: none"> <li>• Consists of three (3) persons, one of whom shall be the Outgoing Chair, serving as Chair of the Committee.</li> <li>• The Chair select two (2) additional members to serve on the Committee and such members shall be Members.</li> <li>• Presents incoming nominations to the LEC membership for voting at the annual meeting</li> </ul>
Special Committee	<ul style="list-style-type: none"> <li>• LEC appoints other special purpose and study committees, as deemed necessary.</li> </ul>
Advisory Committee	<ul style="list-style-type: none"> <li>• Provides expertise, consultation, and various types of support for the LEC’s success and achieving objectives.</li> <li>• Drafts reports, materials, and other documents.</li> </ul>

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Outreach Support Committee	<p><u>Network Coordinator:</u></p> <ul style="list-style-type: none"><li>• Maintains the network membership list in partnership with the Bureau of Education and Training.</li><li>• Manages the group mailbox for network communications and reminders.</li><li>• Schedules and tracks Network Meeting locations, leads agenda development of speakers, topics, and agendas, communicates timely reminders and directions to meeting participants, and provides welcoming message and general facilitation of the network meetings on site.</li><li>• Has authority to form a subcommittee to assist with duties as identified and needed.</li></ul> <p><u>Communications and Marketing Coordinator</u></p> <ul style="list-style-type: none"><li>• Creates, maintains, and refreshes Lean and Continuous Process Improvement presence on multiple media outlets, including the LEC website and LinkedIn pages.</li><li>• Identifies strategies and associated tasks for plans, and is the central point of contact for website, marketing, and communication materials.</li></ul>
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**ARTICLE VI - MEETINGS**

**Section 6.1. Annual and Special Meetings**

The LEC Annual Business Meeting shall be held in June of each year unless the Executive Committee determines a justification to meet at another time. Special meetings of the Members shall be held at the recommendation of the Executive Committee.

**ARTICLE VII- MEETINGS OF THE EXECUTIVE COMMITTEE**

**Section 7.1. Regular Meetings of Executive Committee**

The members of the Executive Committee meet at such time and place as determined. Meeting invitations are sent via an email in addition to a Microsoft Teams platform or in person. Each invitation specifies the details.

**Section 7.2. Voting**

Each executive committee member shall have one vote. An executive committee member must be present to vote; there shall be no designation of a proxy.

**Section 7.3. Quorum**

A majority of the members of the LEC Executive Committee shall constitute a quorum for the transaction of business at any annual, regular, or special meeting.

**Section 7.4. Informal Action by Executive Committee**

Any required or permitted action to be taken at a meeting of the Executive Committee may be taken without a meeting if a consent is in writing and sets forth the action so taken.

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**ARTICLE VIII - AMENDMENTS**

**Section 8.1. Other**

This document may be amended at any annual or special meetings of the Active Voting Membership at which a quorum is present.